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Financing of the United Nations peacekeeping forces in the Middle East: United Nations Disengagement Observer Force

Budget for the United Nations Disengagement Observer Force for the period from 1 July 2012 to 30 June 2013

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Disengagement Observer Force (UNDOF) for the period from 1 July 2012 to 30 June 2013, which amounts to $46,238,700.

The budget provides for the deployment of 1,047 military contingent personnel, 46 international staff and 110 national staff.

The total resource requirements for UNDOF for the financial period from 1 July 2012 to 30 June 2013 have been linked to the Force's objective through a number of results-based-budgeting frameworks, organized according to the operations and support components. The human resources of UNDOF, in terms of the number of personnel, have been attributed to the individual components, with the exception of the Force's executive direction and management, which can be attributed to the Force as a whole.

The explanations of variances in resource levels, both human resources and financial resources, have been linked, where applicable, to specific outputs planned by the Force.

Financial resources

(Thousands of United States dollars; budget year is 1 July–30 June)

Category	Expenditure (2010/11)	Apportionment (2011/12)	Cost estimates (2012/13)	Variance	
				Amount	Percentage
Military and police personnel	22 333.0	24 862.8	22 888.6	(1 974.2)	(7.9)
Civilian personnel	11 189.0	11 670.4	10 890.4	(780.0)	(6.7)
Operational costs	13 758.7	13 993.0	12 459.7	(1 533.2)	(11.0)
Gross requirements	**47 280.7**	**50 526.1**	**46 238.7**	**(4 287.4)**	**(8.5)**
Staff assessment income	1 460.6	1 526.7	1 178.8	(347.9)	(22.8)
Net requirements	**45 820.1**	**48 999.4**	**45 059.9**	**(3 939.5)**	**(8.0)**
Voluntary contributions in kind (budgeted)					
Total requirements	**47 280.7**	**50 526.1**	**46 238.7**	**(4 287.4)**	**(8.5)**

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Human resources

	Military personnel	International staff	National staff	Total
Executive direction and management				
Approved 2011/12				7
Proposed 2012/13				7
Components				
Military				
Approved 2011/12	1 047[a]			**1 047**
Proposed 2012/13	1 047[a]			**1 047**
Support				
Approved 2011/12		39	110	**149**
Proposed 2012/13		39	110	**149**
Total				
Approved 2011/12	1 047[a]	46	110	**1 203**
Proposed 2012/13	1 047[a]	46	110	**1 203**
Net change				

[a] Represents the highest level of authorized proposed strength.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Disengagement Observer Force (UNDOF) was established by the Security Council in its resolution 350 (1974). The most recent extension of the mandate was authorized by the Council in its resolution 2028 (2011), by which the Council renewed the mandate of the Force for a period of six months, until 30 June 2012.

2. The Force is mandated to help the Security Council achieve an overall objective, namely, to maintain international peace and security.

3. Within this overall objective, the Force will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in results-based-budgeting frameworks. The frameworks are organized according to operations and support components, which are derived from the mandate of the Force.

4. Achievement of the expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Force. The indicators of achievement are a measure of progress towards such accomplishments during the budget period. The human resources of UNDOF, in terms of the number of personnel, have been attributed to the individual components, with the exception of the executive direction and management of the Force, which can be attributed to the Force as a whole. Variances in the number of personnel, compared with the 2011-12 budget, have been explained under the respective components.

5. The Force maintains the area of separation and monitors areas of limitation agreed in the May 1974 agreement on disengagement. The area of separation is approximately 80 km in length from north to south, and varies in width from 12.5 km along the crest of Mount Hermon in the north to less than 400 m along the Syrian Arab Republic-Jordan border in the south. UNDOF is deployed within and close to the area of separation, with 2 base camps, 22 permanently staffed positions and 8 outposts, of which 1 is permanently manned and 7 are staffed only on order as the operational situation requires. The Force is assisted by Observer Group Golan, part of the United Nations Truce Supervision Organization (UNTSO), which staffs 11 observation posts along the area of separation.

6. Force headquarters is located at Camp Faouar, the main logistics base is located at Camp Ziouani, and a representational office is maintained in Damascus. On each side of the area of separation are areas of limitation, each including three zones. The first zone of each area of limitation extends to 10 km from each side of the area of separation, the second extends another 10 km from the first zone, and the third extends another 5 km from the second zone. Under UNDOF operational control, the Observer Group Golan members inspect all parts of the areas of limitation every two weeks to ascertain that the agreed limitations in armaments and forces are being observed by the parties.

B. Planning assumptions and mission support initiatives

7. UNDOF will continue to fulfil its mandate of maintaining the ceasefire between the Israeli and Syrian forces and supervising their disengagement across the area of separation. UNDOF has been successful in maintaining stability in the area of responsibility by evaluating and deploying operational resources against emerging situations on the ground, in light of the evolving security situation in its area of operations.

8. During the budget period, UNDOF, through the combined activities of Observer Group Golan and the Civil Affairs Officer, plans to enhance engagement with civilian authorities and local communities in order to explain and promote support for the mandate and activities of the Force. UNDOF will be involved in the mine awareness initiative of the Syrian Arab Red Crescent and the International Committee of the Red Cross by extending assistance in the form of technical expertise in explosive ordnance disposal within the parameters of its mandate. This will contribute to improving the demarcation of minefields in areas frequented by UNDOF patrols.

9. UNDOF will continue to adapt its operational posture regarding the ongoing training activities of the Israel Defense Forces in the area of limitation on the Alpha side and the Syrian civilian development growth in proximity to the ceasefire line in the area of separation. This adaption includes increased capacity and capability to react quickly and with adequate operational mobility. In addition, UNDOF will continue to mitigate the threat from existing minefields by ensuring that the Force is adequately protected while patrolling these sensitive and important areas. UNDOF will continue to engage with both parties to prevent any misunderstanding or misapprehension by either party regarding incidents of concern. UNDOF continues to instil a high level of confidence among the parties and to enhance trust in its capabilities.

10. As the construction and infrastructure development activities in the area of separation increase, the Force will require the capacity and capability to react quickly and with adequate operational mobility. While no changes to the Force structure and deployment are projected in the 2012-13 period, pursuant to Security Council resolution 2028 (2011), UNDOF will enhance the Force's mobility, observation and communications equipment and infrastructure in order to maintain the required operational and security capacity and will continue discussions with troop-contributing countries with the aim of enhancing the operational capabilities of the Force. The Force will continue to mitigate the threat from existing minefields by ensuring that it is adequately protected while patrolling these sensitive and important areas. UNDOF will continue to engage with both parties to prevent any misunderstanding or misapprehension surrounding incidents of concern from either party.

11. The Force has developed a mission support plan entitled "Future support to UNDOF — leaner, greener, regional and digital", which outlines how the Force intends to enhance its support services, while replacing obsolete equipment, refurbishing dilapidated facilities in both the Syrian- and Israeli-occupied areas, and reducing energy and water consumption. In addition, the Force will review the composition and inventory of contingent-owned equipment of the current troop-contributing countries. This enhanced support is to be achieved within the existing

budgetary constraints by exploiting, to the maximum, opportunities for cooperation among the Middle East missions.

12. In the context of the mission support plan, and based on a review of its overall structure, the Force proposes to reassign one Field Service post and three national General Service posts and redeploy one national General Service post in the 2012-13 period within the Mission Support Division to respond to changes in operational requirements (see paras. 24-29 below).

13. The Force will continue to increase the use of more environmentally friendly practices to save energy and promote environmental awareness. In line with this initiative, UNDOF plans to reduce generator fuel consumption through a programme to improve the insulation of all facilities and switch to solar and wind power sources. The Force will further reduce its fuel consumption by connecting six military positions to the local electric power grids rather than utilizing fossil fuel-based generators.

14. UNDOF will reduce the size of its vehicle fleet by four light passenger vehicles and plans to reduce vehicle maintenance costs by adjusting intervals between oil changes from the current 5,000 km to 10,000 km, in keeping with the manufacturer's recommendations.

15. UNDOF plans to reduce its operational costs for communications and information technology through greater cooperation with missions in the region in order to achieve economies of scale.

16. The proposed 2012-13 budget for the Force reflects an 8.5 per cent decrease ($4,287,400) compared with the approved budget for 2011-12. The decrease is primarily attributable to: (a) the exclusion of the provision for a supplemental payment to troop-contributing countries, which was approved for the 2011-12 period only; (b) reduced requirements for the rotation of military personnel, based on recent lower actual commercial air charter services costs; (c) the deferment of the replacement of vehicles and communications and information technology equipment resulting from the plan to extend the use of the equipment; and (d) lower international staff common staff costs based on actual expenditure for the period from July to December 2011.

C. Regional mission cooperation

17. UNDOF will continue to foster close cooperation with the other field missions in the region. Periodic meetings are planned with UNTSO, the United Nations Interim Force in Lebanon (UNIFIL), the United Nations Peacekeeping Force in Cyprus (UNFICYP) and the United Nations Assistance Mission for Iraq (UNAMI) office in Jordan to review and enhance coordination and discuss developing issues that have an impact on the regional situation. In addition, the four operations, including the UNAMI office in Jordan, will continue to share, on a regular basis, daily and weekly situation reports and periodic analytical assessments of issues that have an impact on their operations. The Regional Conduct and Discipline Team located in UNIFIL will continue to serve the missions in the region.

18. UNDOF will also continue to provide appropriate support to the UNTSO military observers under its operational control and to the UNTSO liaison office in Damascus. At the same time, the Force will continue to rely on the shared support from UNIFIL for some of its logistical requirements. UNDOF, UNTSO, UNIFIL and UNFICYP will undertake joint training programmes in the area of geographic information systems mapping and information and communications technology services.

D. Results-based-budgeting frameworks

19. In order to facilitate the presentation of proposed changes in human resources, six categories of possible action with respect to staffing have been identified. Annex I.A to the present report provides definitions of the six categories.

Executive direction and management

20. Overall mission direction and management are to be provided by the immediate Office of the Force Commander/Head of Mission.

Table 1
Human resources: executive direction and management

	International staff								
	USG–ASG	*D-2–D-1*	*P-5–P-4*	*P-3–P-2*	*Field Service*	*Subtotal*	*National staff*[a]	*United Nations Volunteers*	*Total*
Office of the Force Commander/ Head of Mission									
Approved posts 2011/12	1	1	4	1	7				7
Proposed posts 2012/13	1	1	4	1	7				7
Net change	—	—	—	—	—	—	—	—	—

[a] Includes National Officers and national General Service staff.

Component 1: operations

21. The Force will continue to exercise responsibility for the maintenance of the ceasefire in the area of separation by means of fixed positions and patrols to ascertain that military forces of either party do not breach the area of separation. In order to ensure effective implementation of its mandate, UNDOF intends to further enhance its monitoring and observation activities and expand its night operations by obtaining better observation and night vision equipment, which will increase the Force's effectiveness in observing and recording violations. In addition, the project to accurately mark the Alpha and Bravo lines, which delineate the area of separation on the east and west, by maintaining and erecting additional barrels, was completed on the Alpha line in October 2010. UNDOF is preparing to continue with the project on the Bravo line. In view of the population growth and overall increase in civilian activities in the area of separation, UNDOF will expand local-level liaison to enhance understanding and awareness of its mandate and activities. The Office of the Force Commander/Head of Mission will continue to liaise with the parties in

order to help maintain stability in the area of operations. The Force will continue to secure and provide escorts for the passage of civilians crossing the area of separation conducted by the International Committee of the Red Cross for humanitarian purposes. The Force will also undertake the clearance of mines and unexploded ordnance from the area of separation to ensure the safety of Force personnel during patrols.

Expected accomplishments	Indicators of achievement
1.1 The parties act in accordance with and comply with the disengagement agreement	1.1.1 Maintenance of the separation of forces and areas of limitation

Outputs

- Weekly high-level meetings with Syrian authorities and with local Syrian officials, as needed, to address issues related to the implementation of the UNDOF mandate
- Weekly high-level meetings with Israeli authorities to address issues related to implementation of the UNDOF mandate and to improve cooperation
- Biweekly liaison meetings with the Israel Defense Forces liaison officers
- Regular liaison with civilian authorities and engagement with local communities in the area of separation through the relevant Syrian authorities to improve the understanding of the mandate, role and activities of UNDOF
- Weekly meetings with the relevant civilian and security authorities to coordinate civil affairs and local liaison activities
- 51,100 special task person-mobile patrol days comprising 20,440 special task person-days (28 troops x 2 platoons x 365 days) conducted by Force Headquarters Company and 30,660 mobile patrol days (3 troops x 28 patrols x 365 days) on armoured personnel carriers, performing mobile operations, patrols, temporary checkpoints and security tasks, such as convoy security, and the provision of support to other United Nations agencies
- 28,203 patrols, consisting of 23,148 day and 4,055 night patrols
- 23,360 troop-manned observation post and position person-days (2 troops x 29 observation posts and positions x 365 days)
- 10,950 ready (rapid) reaction patrol person-days (2 troops x 15 patrol teams x 365 days)
- 32,850 ready (rapid) reaction group person-days (10 troops x 9 groups x 365 days)
- 730 special fact-finding team person-days (2 troops x 1 team x 365 days)
- Biweekly inspections of the areas of limitation
- Protests of all violations of the disengagement agreement
- 2 reports of the Secretary-General to the Security Council
- Immediate communications with the parties during crisis situations
- Provision of 50 periodic escorts for the secure passage of persons across the area of separation for humanitarian purposes, supervised by the International Committee of the Red Cross (ICRC)

1.2 Reduced threat of mines in the area of separation	1.2.1 No persons killed or injured by mines and unexploded ordnance (2010-11: no casualties; 2011-12: no casualties; 2012-13: no casualties)

Outputs

- Clearance of mines and unexploded ordnance in the area of separation and continuous checking and clearance of patrol paths, as required for operational safety
- Support to mine awareness action in Quneitra Governorate, led by the Syrian Arab Red Crescent in coordination with ICRC, by briefing local residents, community leaders, local authorities and schoolchildren on mine threats in the area of separation and removing and destroying mines identified by civilians

1.3 Increased awareness of the UNDOF mandate by the civilian population	1.3.1 No incidents of inadvertent crossing of the ceasefire line by civilians in the area of separation (2010-11: 0 incidents; 2011-12: 0 incidents; 2012-13: 0 incidents)

Outputs

- Monthly meetings with civilian and security authorities in the area of separation on the implementation of the UNDOF mandate and on the coordination of activities on the Alpha line, including incident prevention
- Periodic liaison with the relevant local authorities on civilian developments in the area of separation
- Regular meetings with local residents in the area of separation to increase awareness of the UNDOF mandate and to prevent the inadvertent crossing of the ceasefire line

External factor

Continued cooperation with UNDOF by the parties to the disengagement agreement

Table 2
Human resources: component 1, operations

Category	*Total*
Military contingents	
Approved 2011-12	1 047
Proposed 2012-13	1 047
Net change	

Component 2: support

22. The support component has developed a mission support plan with the following objectives: (a) to replace obsolete facilities and equipment within existing budgetary constraints in order to provide effective and efficient support to the Force; (b) to enhance the capability of the Force to implement its mandate by upgrading facilities, improving mobility and modernizing communications and observation equipment; and (c) to realize efficiency gains.

23. Support will be provided to the authorized strength of 1,047 military contingent personnel and to the proposed civilian staffing establishment of 46 international and 110 national staff. The range of support will comprise all support services, including the implementation of conduct and discipline programmes, HIV/AIDS programmes, personnel administration, health care, information technology and communications, ground transport operations, monitoring and control over the supply of rations, fuel and general supply items, and the provision of security services Force-wide.

Expected accomplishments	Indicators of achievement
2.1 Efficient and effective logistical, administrative and security support to the Force	2.1.1 Reduction in overall fuel consumption by 5 per cent (2010-11: 6 per cent; 2011-12: 5 per cent; 2012-13: 5 per cent)
	2.1.2 Increase in vehicle utilization (km per vehicle per year) through a reduction in the vehicle fleet (2010-11: 0 per cent; 2011-12: 1 per cent; 2012-13: 1 per cent)
	2.1.3 Reduction in non-expendable property inventory (2010-11: 0 per cent; 2011-12: 1 per cent; 2012-13: 1 per cent)

Outputs

Service improvements

- Reduced reliance on generators by connecting six military positions to the local electric power grids, resulting in a reduction in the number of generators from 69 to 55
- Reduced vehicle fleet and increased vehicle utilization
- Reduced inventory through the disposal of obsolete equipment

Military, police and civilian personnel

- Emplacement, rotation and repatriation of an average of 1,047 military contingent personnel
- Verification, monitoring and inspection of contingent-owned equipment in respect of an average of 1,047 military contingent personnel
- Supply and storage of rations at 2 camps and 22 positions for an average of 1,006 military contingent personnel (excluding staff officers)
- Administration of 46 international and 110 national staff
- Implementation of a conduct and discipline programme for all military and civilian personnel, including training, prevention, monitoring and recommendations for remedial action where misconduct has occurred

Facilities and infrastructure

- Maintenance and repair of facilities at Camp Faouar, Camp Ziouani and the representational office in Damascus, as well as at military police detachment "C", 22 positions and 8 outposts in the area of separation

- Maintenance of 13 water wells and filtration systems
- Operation and maintenance of 55 generators in 29 locations
- Repair and maintenance of 10 km of roads
- Provision of approximately 2,500 geographic information system operational and thematic maps to support policy decisions and situational awareness and for operational purposes

Ground transportation

- Operation and maintenance of 530 vehicles, including 25 United Nations-owned armoured personnel carriers

Communications

- Support and maintenance of 9 private automatic branch exchanges, 1,100 telephone extensions, 2 satellite earth stations, 565 two-way radios, 380 handy-talkies, 68 network routers, 22 repeater stations and 33 microwave links

Information technology

- Support and maintenance of a wide-area network, 30 servers, 430 desktop computers, 65 laptop computers, 103 printers and 38 digital senders in 26 locations
- Support and maintenance of 395 e-mail accounts

Medical

- Operation and maintenance of two level I medical centres for personnel of UNDOF and UNTSO and the local civilian population in emergency cases
- Operation and maintenance of voluntary confidential HIV counselling and testing facilities for all personnel
- HIV sensitization programme for all mission personnel, including peer education

Security

- Provision of security services, including threat assessment and risk management for Camp Faouar, Camp Ziouani and the representational office in Damascus, as well as military police detachment "C", in the area of separation and 22 positions
- Investigation of security incidents and provision of advice to UNDOF personnel and personnel of 10 United Nations agencies

External factors

Ability of vendors, contractors and suppliers to deliver goods and services as contracted

Table 3

Human resources: component 2, support

| | | |

position 53 and Camp Zouani). He/she will develop plans for the long-term upkeep and maintenance of the facility, ensure optimum utilization of utilities, conduct maintenance inspections, monitor contractual works and assist with training of contingent personnel in order to prevent damage to property and equipment.

26. It is also proposed to reassign a Receiving and Inspection Assistant (national General Service) post from the General Services Section to the Supply Section as a Warehouse Assistant. The incumbent will provide administrative and technical support to the Supply Section where he/she will manage the issuance and receipt of general supplies, including office furnishings, stationery, cleaning materials, accommodation equipment, kitchen equipment, security equipment, observation equipment, and medical supplies and equipment. He/she will also monitor and control repairs and maintenance contracts and maintain the Galileo inventory management system.

27. In the Procurement Section, it is proposed to reassign a Procurement Assistant (Field Service) post to the Office of the Chief of Integrated Support Services as an Administrative Assistant. The incumbent will provide administrative support to all categories of United Nations personnel, including contingent personnel, by directing and monitoring administrative and logistics activities undertaken in Camp Zouani. In addition, he/she will also be responsible for coordinating construction, ground maintenance and security-related projects in conjunction with the Security, Engineering, Communications, Information Technology and Supply Sections. He/she will take charge and act as custodian of all United Nations assets in Camp Zouani and supervise and oversee the activities of other support staff.

28. In the Transport Section of the Office of the Chief of Integrated Support Services, it is proposed to reassign a Vehicle Technician (national General Service) post to the Office of the Chief of Integrated Support Services as an Administrative Assistant. The incumbent will provide administrative support to the Chief of Integrated Support Services, the Deputy Chief of Integrated Support Services and the Senior Staff Logistics Officer. In addition, he/she will monitor and report on budget expenditure and on the acquisition plan.

29. It is also proposed to redeploy a Vehicle Technician (national General Service) post with responsibility for fuel management in the Transport Section to the Supply Section as a Fuel Assistant. The incumbent will provide technical support to the Fuel Unit. He/she will maintain and ensure the operational integrity of the fuel log system, carry out preventive maintenance and repair of mission fuel equipment, assist in the training of contingent personnel on the fuel log system, assist in the implementation of the mission fuel plan and the work programme of the Fuel Unit and perform monthly checks to confirm stock holdings in all fuel storage locations.

II. Financial resources

A. Overall

(United States dollars; thousands)

Military and police personnel					
Military observers					
Military contingents	22 333.0	24 862.8	22 888.6	(1 974.2)	(7.9)
United Nations police					
Formed police units					
Subtotal	22 333.0	24 862.8	22 888.6	(1 974.2)	(7.9)
Civilian personnel					
International staff	7 702.9	8 071.0	7 630.6	(440.4)	(5.5)
National staff	3 456.3	3 547.4	3 227.5	(319.9)	(9.0)
United Nations Volunteers					
General temporary assistance	29.7	61.0	41.0		
Subtotal	11 189.0	11 679.4	10 999.4	(680.0)	(5.8)
Operational costs					
Government-provided personnel					
Civilian electoral observers					
Consultants	10.3	20.3	20.3		
Official travel	336.2	458.8	423.4	(35.4)	(7.7)
Facilities and infrastructure	6 289.5	6 198.0	6 280.5	82.5	1.3
Ground transportation	5 474.8	5 708.1	5 580.3	(127.8)	(2.2)
Air transportation					
Naval transportation					
Communications	1 270.4	1 347.8	911.6	(436.2)	(32.4)
Information technology	765.3	843.8	630.7	(213.1)	(25.3)
Medical	355.7	480.8	484.5	3.7	0.8
Special equipment	330.9	258.6	137.7	(120.9)	(46.8)
Other supplies, services and equipment	975.6	599.5	591.5	(8.0)	(1.3)
Quick-impact projects					
Subtotal	13 758.7	13 983.9	12 350.7	(1 633.2)	(11.7)
Gross requirements	47 280.7	50 526.1	46 238.7	(4 287.4)	(8.5)
Staff assessment income	1 460.6	1 526.7	1 178.8	(347.9)	(22.8)
Net requirements	45 820.1	48 999.4	45 059.9	(3 939.5)	(8.0)
Voluntary contributions in kind (budgeted)					
Total requirements	47 280.7	50 526.1	46 238.7	(4 287.4)	(8.5)

B. Non-budgeted contributions

30. The estimated value of non-budgeted contributions for the period from 1 July 2012 to 30 June 2013 is as follows:

(Thousands of United States dollars)

Category	Estimated value
Status-of-forces agreement	118.9
Voluntary contributions in kind (non-budgeted)	
Total	118.9

C. Efficiency gains

31. The cost estimates for the period from 1 July 2012 to 30 June 2013 take into account the following efficiency initiatives:

(Thousands of United States dollars)

Category	Amount	Initiative
Spare parts for communications and information technology equipment	121.4	Application of 5 per cent of the inventory value for communications and information technology spare parts, as compared to 5 per cent applied in the 2011-12 period
Fuel and spare parts for generators	112.5	Connection of an additional 4 positions and 2 locations to local electricity supply resulting in reduced reliance on generators
Rations	247.6	Reduction in consumption by 5 per cent through more stringent management of rations stocks
Travel on emplacement, rotation and repatriation of military personnel	747.4	Improved planning and transport arrangements for military contingent personnel
Official travel, within mission	4.2	More stringent management of travel requirements
Maintenance supplies	127.6	More stringent management of requirements
Acquisition of vehicles and workshop equipment	502.8	Extended utilization of existing vehicles and workshop equipment
Acquisition of communications and information technology equipment	540.6	Extended utilization of existing equipment
Total	2 699.1	

D. Vacancy factors

32. The cost estimates for the period from 1 July 2012 to 30 June 2013 take into account the following vacancy factors:

(Percentage)

Category	Actual 2010/11	Planned 2011/12	Budgeted 2012/13
Military and police personnel			
Military contingents	0.2	0.2	0.2
Civilian personnel			
International staff	14.6	12.0	10.0
National staff	6.7	7.0	6.0

33. The proposed vacancy factor of 10 per cent for international staff is based on the 2011-12 actual average vacancy rate of 10.9 per cent for the period from July to December 2011 and the improvement in the actual vacancy rate from 17 per cent in 2009-10 to 14.6 per cent in the 2010-11 period. The proposed vacancy factor of 6 per cent for national staff is based on the 2011-12 actual average vacancy rate of 6.5 per cent for the period from July to December 2011.

E. Contingent-owned equipment: major equipment and self-sustainment

34. Requirements for the period from 1 July 2012 to 30 June 2013 are based on standard reimbursement rates for major equipment (wet lease) and self-sustainment in the total amount of $882,800 as follows:

(Thousands of United States dollars)

Category	Estimated amount
Major equipment	
Military contingents	372.0
Subtotal	**372.0**
Self-sustainment	
Facilities and infrastructure	279.0
Medical	225.8
Special equipment	5.4
Subtotal	**510.8**
Total	**882.8**

A. Applicable to mission area		
Extreme environmental condition factor		1 July 1996
Intensified operational condition factor		1 July 1996
Hostile action/forced abandonment factor		1 July 1996
B. Applicable to home country		
Incremental transportation factor	0.25-4.5	

E. Training

35. The estimated resource requirements for training for the period from 1 July 2012 to 30 June 2013 are as follows:

(Thousands of United States dollars)

Category	Estimated amount
Consultants	
Training consultants	20.5
Official travel	
Official travel, training	251.0
Other supplies, services and equipment	
Training fees, supplies and services	49.8
Total	**321.3**

36. The number of participants planned for the period from 1 July 2012 to 30 June 2013, compared to previous periods, is as follows:

(Number of participants)

	International staff			*National staff*			*Military and police personnel*		
	Actual 2010/11	*Planned 2011/12*	*Proposed 2012/13*	*Actual 2010/11*	*Planned 2011/12*	*Proposed 2012/13*	*Actual 2010/11*	*Planned 2011/12*	*Proposed 2012/13*
Internal	100	104	104	110	141	155	724	128	128
External[a]	40	46	44	10	37	44	9	5	6
Total	**140**	**150**	**148**	**120**	**178**	**199**	**733**	**133**	**134**

[a] Includes staff from the United Nations Logistics Base and outside the mission area.

37. The training programme developed for the Force for the 2012-13 period is aimed at enhancing and upgrading the leadership, management and organizational skills, as well as the substantive and technical skills, of 481 mission personnel through 103 courses. The primary focus of the UNDOF training programme is to strengthen the substantive and technical capacity of staff in the fields of the International Public Sector Accounting Standards (IPSAS), finance and budget, information systems, communications, personnel, finance, procurement, supply,

transport, engineering, human resources management, the environment, security, HIV/AIDS awareness, conduct and discipline and best practices).

C. Mine detection and mine-clearing services

38. The estimated resource requirements for mine detection and mine-clearing services for the period from 1 July 2012 to 30 June 2013 are as follows:

(Thousands of United States dollars)

Category	Estimated cost
Special equipment	
Mine detection and mine-clearing equipment	92.0
Other supplies, services and equipment	
Mine detection and mine-clearing supplies	3.5
Total	**95.5**

39. Estimated requirements reflect the acquisition of additional mine detectors and related supplies.

III. Analysis of variances[1]

40. The standard terminology applied with respect to the analysis of resource variances in this section are defined in annex I.B of the present report. The terminology used remains the same as in previous reports.

	Variance	
Military contingents	($81,974.2)	(7.9%)

- **External: change in market prices**

41. Reduced requirements are primarily attributable to: (a) the exclusion of the provision for supplemental payment to troop-contributing countries, which was approved for the 2011-12 period only; (b) lower average costs of commercial air charters for the rotation of contingent personnel, based on the recent expenditure patterns; and (c) the decrease in the average daily cost of rations from $7.20 per person-day in the 2011-12 period to $7.00 per person-day for the 2012-13 period, based on the new rations contract.

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

	Variance	
International staff	($440.4)	(5.8%)

- **Cost parameters: revision of international salary scales**

42. The reduced requirements are mainly attributable to the decrease in staff assessment based on the January 2012 salary scale, and revision of the estimate for common staff to 74.3 per cent of total net salaries, based on actual expenditure for the period from July to December 2011, as compared to the estimate of 78.6 per cent for the 2011-12 period.

	Variance	
National staff	($239.6)	(6.7%)

- **External: fluctuation in exchange rates**

43. The reduced requirements are mainly attributable to the application of the United Nations operational exchange rate of 55.26 Syrian pounds per United States dollar as at 31 December 2011, as compared to 46.26 Syrian pounds per United States dollar applied in the 2011-12 budget.

	Variance	
Ground transportation	($947.8)	(25.0%)

- **Management: reduced inputs and same outputs**

44. The reduced requirements are mainly attributable to: (a) the extended utilization of the existing vehicle fleet, resulting in fewer acquisitions; (b) lower costs for repair and maintenance of the Sisu armoured personnel carriers, resulting from the use of in-house resources for certain types of maintenance work; and (c) reduced spare parts requirements. The variance is partly offset by the increase in the cost of diesel fuel from $0.65 per litre in the 2011-12 period to $0.85 per litre, based on the average cost for the six-month period preceding the budget preparation process.

	Variance	
Communications	($436.2)	(32.4%)

- **Management: reduced inputs and same outputs**

45. The reduced requirements are mainly attributable to the continued use of existing communications equipment, resulting in fewer replacements and lower spare parts requirements.

	Variance	
Information technology	($211.1)	(25.1%)

- **Management: reduced inputs and same outputs**

46. The reduced requirements are mainly attributable to the continued use of existing information technology equipment, resulting in fewer replacements, and reduced requirements for spare parts by pooling of stocks through the regional information technology initiative.

	Variance	
Medical	$23.7	5.1%

- **Management: additional inputs and same outputs**

47. The increased requirements are mainly attributable to the increase in reimbursement rates for self-sustainment to troop-contributing countries approved by the General Assembly (resolution 65/292) effective 1 July 2011.

	Variance	
Special equipment	($120.9)	(46.8%)

- **Management: reduced inputs and same outputs**

48. The reduced requirements are mainly attributable to: (a) reduced requirements for the replacement of binoculars and night vision devices, owing to the projected completion of replacement in the 2011/12 period. The variance is partly offset by additional requirements for the acquisition of two additional mine detectors for explosive ordnance disposal teams.

IV. Actions to be taken by the General Assembly

49. **The actions to be taken by the General Assembly in connection with the financing of the Force are:**

(a) **Appropriation of the amount of $46,238,700 for the maintenance of the Force for the 12-month period from 1 July 2012 to 30 June 2013;**

(b) **Assessment of the amount in paragraph (a) above at a monthly rate of $3,853,225 should the Security Council decide to continue the mandate of the Force.**

A/66/683

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolution 65/289, and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly, and of the United Nations Board of Auditors

A. General Assembly

(Resolution 65/289)

[illegible]	[illegible]
Stresses the importance of further steps by the Secretary-General towards improving budget presentations and making more accurate forecasts (para. 15)	UNDOF has achieved nearly full utilization of its financial resources in the recent financial periods
Requests the Secretary-General to intensify his efforts to achieve economies of scale within and between field missions without undermining their operational requirements and the implementation of their respective mandates and to report thereon in the context of the overview report (para. 17)	With the establishment of the Integrated Support Services and the Supply Section in 2009, UNDOF transitioned from a supply-on-demand system to a planned support concept that is driven by defined scales of issue and consumption patterns. As a consequence, UNDOF has been able to achieve resource efficiency while meeting operational requirements. In addition, UNDOF works closely with the regional missions and will continue this cooperation
Emphasizes the importance of further steps to make training programmes more relevant and cost-effective through, inter alia, the training of trainers and the use of videoconferencing and e-learning where feasible, and stresses that travel for training purposes should be kept under close review (para. 31)	UNDOF implements training programmes and uses e-learning for different types of training, such as security, integrity, human resources and IPSAS. In addition, UNDOF uses training consultants to conduct internal courses
Notes the increasing role of national staff in peacekeeping operations and the need to build national capacities and to provide professional development opportunities for national staff, and emphasizes that national staff should be fully included in all relevant training programmes (para. 32)	UNDOF has nationalized two of its international posts. All national staff are fully included in the Force's training programmes, and emphasis is placed on their career and professional development
Stresses that the effective management of rations means ensuring that United Nations peacekeepers receive sufficient rations of appropriate quality for three meals per day, including planning, organizing and controlling the operations from the initial requisition to the final payment to suppliers, as well as accurate and reliable record-keeping and filing (para. 40)	UNDOF is fully compliant with the United Nations rations policy for the provision and management of rations to United Nations peacekeeping troops. All dietary and cultural needs are catered for in the rations provisioning cycle. The Force currently implements global and local rations supply contracts, and it enforces a strict quality control and quality assurance programme. Contractual arrangements are strictly enforced and performance meetings are held regularly with

	suppliers, in conformance with the terms and conditions of the various contracts, and in order to ensure that key performance indicators are being satisfied
Requests the Secretary-General to ensure that all missions monitor and evaluate the quality management systems of rations contractors to ensure that food quality and hygienic conditions are in accordance with established standards (para. 41)	UNDOF implements a quality assurance plan that guarantees the quality of rations products (fresh, frozen and dry) delivered under the various contracts. Goods are inspected on delivery prior to final acceptance by the Force to ensure compliance with contractual specifications. The Force also implements a strict hygiene programme, which is monitored and controlled by the Force Hygiene Officer
Urges the Secretary-General to continue to implement the new standard ratios for personal information and communications technology equipment on the basis of the 2010 review and to ensure the most appropriate level of service with regard to satellite communications and Internet services in each location within missions, taking into account operational requirements (para. 42)	UNDOF conforms to all scales of issue and standard ratios defined by Headquarters and provides appropriate satellite and Internet services to the Force
Requests the Secretary-General to continue to ensure that the utilization of systems contracts is subject to prior full analysis of all costs, in accordance with current practice (para. 44)	Prior to utilizing systems contracts (with the exception of contracts for information and communications technology equipment and vehicles), UNDOF conducts market surveys to determine: (a) the availability of goods in the local market, (b) the quality of available items, (c) warranty terms, and (d) availability of after-sales and maintenance services for purposes of comparing costs and in order to ensure best value for money where items are purchased against systems contracts
Requests the Secretary-General to continue his efforts with regard to standardized training and awareness-raising on sexual exploitation and abuse matters (para. 64)	UNDOF ensures that all personnel attend the mandatory training on prevention of sexual exploitation and abuse
Notes with concern the recurrence of problems previously identified by the Board of Auditors in regard to the management of expendable and non-expendable property (para. 75)	UNDOF does not have difficulty in managing its inventory of non-expendable or expendable property
Stresses the importance of the Secretary-General's stewardship of the management of assets for peacekeeping, including expendable and non-expendable property and strategic deployment stocks, and reiterates its requests to the Secretary-General to strengthen internal controls in the management of those assets to ensure adequate safeguards that would prevent waste and financial loss to the Organization (para. 76)	UNDOF will reduce overall inventory costs by phasing out obsolete transport and communications equipment

B. Advisory Committee on Administrative and Budgetary Questions

(A/65/743)

The Advisory Committee continues to consider that budget implementation should be judged on the basis of the achievement of the objectives outlined in the results-based budgeting framework and efficiency in the use of resources, rather than solely through the budget expenditure rate. The Committee also reiterates the need for a distinction to be made between savings and underexpenditures. While savings, which are in essence cost reductions achieved through efficiency measures, establish a lower baseline level of funding and therefore have an impact on future budgets, underexpenditures, which can reflect delays in the implementation of programmed activities, may lead to increased expenditures in the following periods. Furthermore, the factors that can lead to underexpenditures go beyond the delays in the implementation of programmed activities or their non-implementation. Such factors may include overbudgeting or a failure to fully analyse initiatives before resources are sought for their implementation (para. 19)	UNDOF notes the recommendation of the Committee and has presented its efficiency gains, which would reduce its resource requirements without compromising or reducing its outputs (see para. 11 of the present report)
The Advisory Committee notes the general improvement indicated by the Board of Auditors and expects that this trend will be sustained in forthcoming financial periods. The Committee remains concerned, however, that the Board continues to identify systemic shortcomings as well as recurring problems. The Committee is also concerned about the slow implementation of the recommendations made by the Board. The Committee further emphasizes that managerial action with regard to this matter and the overall efforts of the Organization to achieve accountability are closely linked (para. 20)	UNDOF will sustain a general improvement indicated by the Board of Auditors and notes the concerns recommendation of the Committee, for which proper actions will be taken to avoid shortcomings
The Advisory Committee recognizes that the fast changing environments within which peacekeeping missions operate can necessitate the readjustment of operational plans and, as such, a requirement for budgetary redeployments between expenditure groups may arise during the financial period. In order to preserve budgetary transparency and discipline, however, the Committee expects	UNDOF carefully analyses requirements for the redeployment of funds to meet evolving priorities and requirements

that proposals for redeployment and retaining be scrutinized to ensure that the authorizations given are limited to what is necessary to meet changing priority requirements (para. 25)

The Advisory Committee acknowledges the ongoing efforts to refine and improve the presentation and logical frameworks of the peacekeeping budgets. However, as highlighted by the Board of Auditors in its most recent report on peacekeeping operations, shortcomings remain. The Advisory Committee shares that view and finds, for example, the outputs presented in the budget documents of some missions to be too numerous and detailed. The Committee considers that one of the challenges in the presentation of the logical frameworks is how to provide measurable benchmarks that enable Member States to assess how effectively mandates are being implemented and also meet the specific needs of the Secretariat to use such frameworks as planning and monitoring tools. From the viewpoint of its role in the budgetary review process, the Advisory Committee has expressed the view that the framework's feasibility, in particular for peacekeeping operations, needs to be revisited. In this regard, the Committee looks forward to reviewing the proposals resulting from the work of the Results-based Management Task Force which are to be presented to the General Assembly at its sixty-sixth session (para. 26)

UNDOF notes the recommendation of the Committee and ensures outputs presented in its proposed budget and related goals are in accordance with SMART (specific, measurable, attainable, realistic and time-bound) principles

The Committee is of the view that the Secretary-General should continue to review long vacant posts and posts whose functions may no longer be deemed necessary. Moreover, the Committee continues to hold the view that posts that are no longer required should be abolished and that new posts should be fully justified (para. 30)

UNDOF has no long-term vacancies

The Advisory Committee is of the view that the exercise carried out in response to General Assembly resolution 65/248 also highlights the extent to which many peacekeeping posts have remained vacant for long periods. This issue had also been noted in the report on peacekeeping operations by the Board of Auditors, who expressed the view that this could indicate that the positions in question may no longer be needed, especially if missions were discharging their mandates satisfactorily using existing resources. The

UNDOF has no long-term vacancies

Advisory Committee reiterates the need for long-vacant posts to be reviewed on an ongoing basis and, in particular, before proposals for new posts are put forward to the General Assembly (para. 43)

Given the significant number of pre-cleared candidates on the rosters and the likely availability of staff from missions that are moving to a drawdown or transition phase, the Advisory Committee expects that a demonstrable impact in terms of a lowering of vacancy rates in peacekeeping operations and in the time taken to recruit staff will now begin to be seen. These factors should also reduce the requirement for the use of recruitment tiger teams, which, as the Committee has previously pointed out, are a cost-intensive mechanism (para. 47)

The proposed 2012-13 budget takes into account vacancy factors of 10 per cent for international staff and 6 per cent for national staff, based on recent incumbency patterns

In view of the significant level of expenditure on fuel and the vulnerability of fuel operations to fraud and abuse, the Advisory Committee expects that priority will be given to the timely implementation of the electronic fuel management system in all peacekeeping operations. In the interim, the Committee expects that efforts will continue to ensure proper oversight and internal controls (para. 62)

Pending the implementation of the electronic fuel management system, UNDOF utilizes a combination of electronic and manual systems for the management of fuel. These two systems provide the Force with the capability to ensure control and accountability and the prevention of fraud and abuse

The Advisory Committee welcomes the extent to which the provision of rations to peacekeeping personnel is sourced through the local economy. The Committee notes the reduction in the average cost of rations reported by the Secretary-General and encourages continued efforts to ensure the cost-effective and timely provision of food of the required quality in all peacekeeping operations (para. 65)

UNDOF is currently managing six local supply contracts for the provision of rations and water to its personnel. These arrangements have been established through a competitive tender process, and the contractors are performing to established standards

The Advisory Committee expects that environmental conditions will be taken into account in determining whether items available through systems contracts are suitable for service in a particular location. The prevailing environmental conditions should also be a factor in establishing the appropriate replacement cycles for equipment in each peacekeeping operation (para. 68)

UNDOF takes environmental conditions into account in the acquisition of goods and services

The Advisory Committee is concerned that the majority of missions have yet to complete the required comprehensive mission training plans. Given that overall peacekeeping training resources for the current period exceed $25 million, of which mission budgets account for $15 million, the completion of the plans should be a priority. As such, the Committee recommends that the Secretary-General be requested to ensure that all missions comply with this requirement (para. 114)	The Integrated Mission Training Cell of the Force implements comprehensive internal training programmes for military and civilian staff
The Advisory Committee has repeatedly emphasized the need for training programmes and objectives to be linked to mandate implementation and organizational goals. The Committee views the establishment of strategic peacekeeping training priorities and the requirement for comprehensive individual mission training plans to reflect mission-specific needs as a positive step towards ensuring that this linkage occurs. The Committee expects that requests for training resources within the proposed mission budgets for the 2012-13 period will be made on the basis of clearly identified priorities laid down in the training plans of the respective missions (para. 115)	UNDOF has ensured that there is a linkage between the proposed training for the 2012-13 period and organizational goals
Given the level of funding being provided for training activities, the Committee is of the view that continued efforts are required to maximize the effectiveness and efficiency with which training programmes are delivered. In this regard, the Committee reiterates its position that travel for training should be kept under close review and limited to the extent possible (para. 138)	UNDOF implements training programmes effectively. E-learning systems are in place for different types of training, such as security, integrity, human resources and IPSAS training. In 2012-13, UNDOF will maximize the number of participants in internal courses within the training provision. The Integrated Mission Training Cell of the Force will continue to organize internal training programmes for its military and civilian staff

(A/65/743/Add.3)

Request or recommendation	*Action taken to implement request or recommendation*
The Advisory Committee reiterates the need for expeditious implementation of the relevant recommendations of the Board of Auditors (para. 3)	UNDOF has implemented all of the recommendations of the Board of Auditors
The Advisory Committee expects that detailed information on revised force requirements, on the basis of the mission-wide review, will be provided in the context of the next budget submission, as it may have an impact on the resource requirements proposed for 2012-13 (para. 23)	There is no change in force requirements, based on the result of the mission-wide review

The Advisory Committee is not convinced that the change in the indicator of achievement pertaining to vehicle accidents will allow for better monitoring and recommends the retention of the previous indicator of achievement (para. 34)	The indicator of achievement pertaining to vehicle accidents is not included in the 2012-13 budget

C. Board of Auditors

(A/65/5/Add.1/Vol. II)

Summary of main findings	Action taken to implement request or recommendation
The Board reiterates its previous recommendation that the Administration require all missions to comply strictly with the Financial Regulations and Rules of the United Nations with respect to the criteria for the creation of obligations (para. 33)	UNDOF strictly complies with the Financial Regulations and Rules of the United Nations with respect to the criteria for the creation of obligations
The Board recommends that the Office of Programme Planning, Budget and Accounts and the Department of Field Support: (a) require UNDOF to intensify its efforts to recover all long-outstanding accounts receivable balances; and (b) assess the recoverability of long-outstanding balances and make the necessary adjusting entries in the accounts (para. 38)	The long-outstanding receivables for the Force mainly relate to claims for value-added tax refunds by the Government of Israel
Regarding the linkage between frameworks and required resources in results-based budgeting, at UNDOF the expected outputs were not costed and there was an incomplete understanding of the links between funding and performance outcomes (para. 86)	UNDOF was able to link the results-based-budgeting framework to the expected achievement in reducing fuel consumption
The Department of Field Support agreed with the Board's recommendation that all missions be required to establish and implement strict access control policies (para. 286)	Implemented

Annex I

Definitions

A. Terminology related to proposed changes in human resources

The following terminology has been applied with respect to proposed changes in human resources (see section D):

- **Post establishment**: a new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources.

- **Post reassignment**: an approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post.

- **Post redeployment**: an approved post is proposed to be redeployed to cover comparable or related functions in another office.

- **Post reclassification**: an approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially.

- **Post abolishment**: an approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission.

- **Post conversion**: three possible options for post conversion are as follows:

  Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature.

  Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts.

  Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts.

B. Terminology related to variance analysis

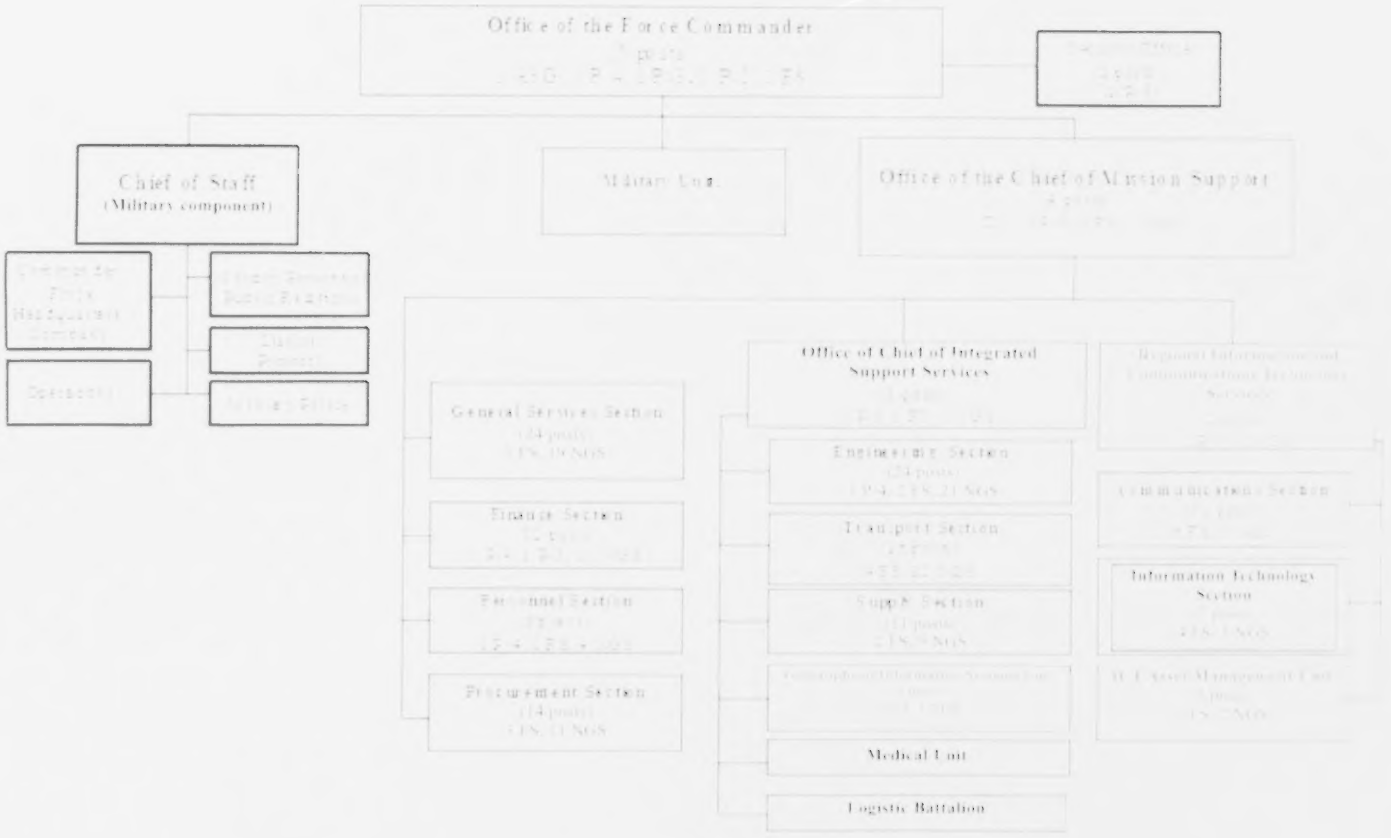
Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate.

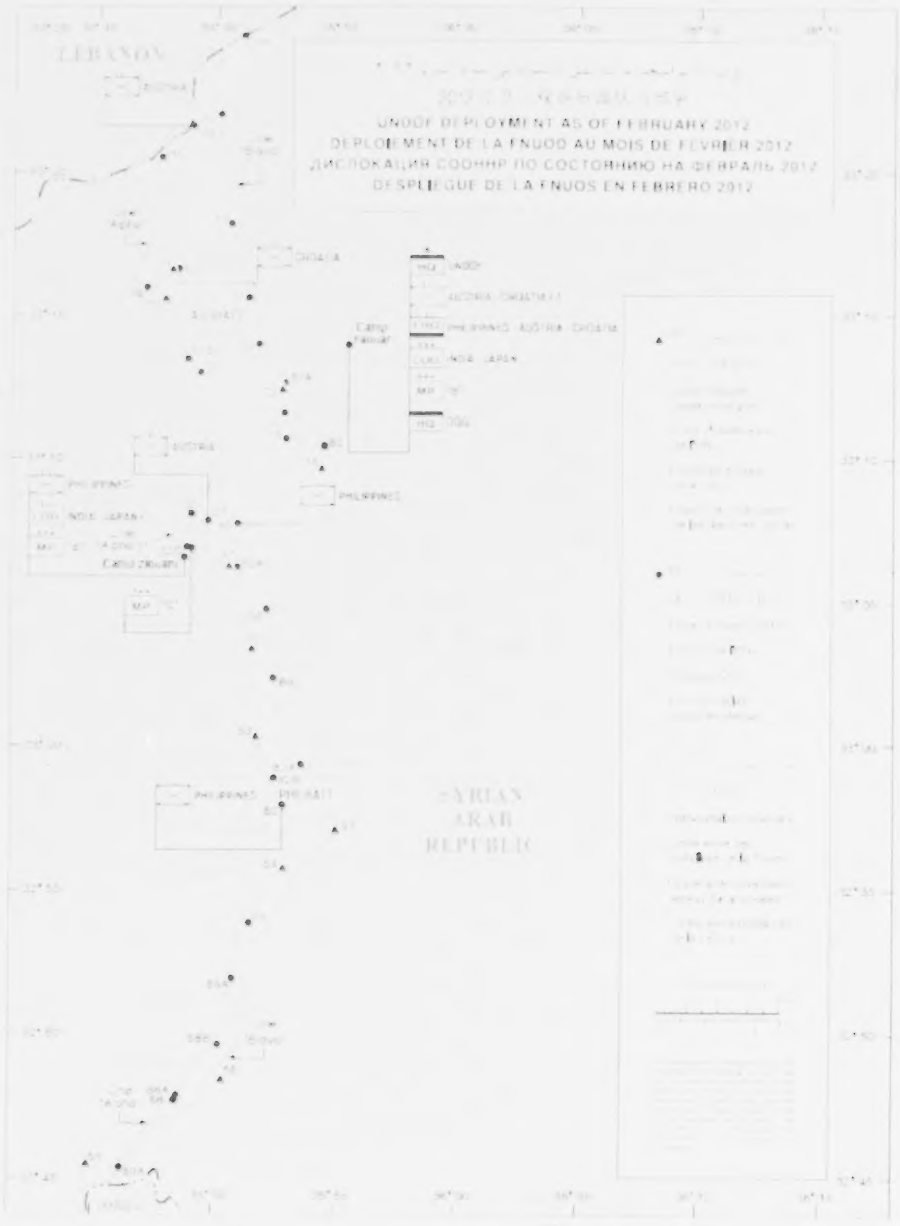
- **External**: variances caused by parties or situations external to the United Nations
- **Cost parameters**: variances caused by United Nations regulations, rules and policies
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g., by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment).

Annex II

Organization chart



Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; NGS, National General Service; ICT, Information and Communications Technology.


UNDOF DEPLOYMENT AS OF FEBRUARY 2012
DEPLOIEMENT DE LA FNUOD AU MOIS DE FEVRIER 2012
ДИСЛОКАЦИЯ СООННР ПО СОСТОЯНИЮ НА ФЕВРАЛЬ 2012
DESPLIEGUE DE LA FNUOS EN FEBRERO 2012
LEBANON
SYRIAN ARAB REPUBLIC
CROATIA
AUSTRIA
PHILIPPINES
NOR. JAPAN
Camp Faouar